

Communication and Collaboration for Project Success

C9119 .6 CEU/8CPE 1 Day Oct 26

Communication is the single most important success factor for project management. Project managers must communicate project specifics with a wide-array of stakeholders across a broad period of time. Communication is the mechanism for achieving project management success. Participants will learn how to create a collaborative environment which encourages clear, open, continuous communication throughout the life of the project.

SEMINAR OBJECTIVES:

- Identify the skills necessary to encourage project team collaboration
- Focus on goals and outcomes instead of personality and process
- Negotiate “performance agreements” and align stakeholders expectations
- Reach agreement on task and timing on project steps and employee performance of these milestones
- Solicit and offer feedback from team members in a productive and effective manner
- Influence team participants by identifying their specific values and understanding their unique motivations
- Cope productively with project member skills, values, and differences
- Use “Fierce” Communications skills for uncovering hidden agendas that impede project progression
- Complete a project communication plan that anticipates the needs of each stakeholder

Target Audience: Managers, supervisors, technical professionals, program managers and project managers who want to improve project team processes

Negotiation and Conflict Resolution Skills for Project Team Members

C9124 .6 CEU/8CPE 1 Day Nov 1

Being an effective project manager requires skillful negotiation and conflict resolution skills. This one-day workshop will help project team members master the art of dealing with unworkable situations where there appears to be no acceptable compromise. Participants will examine the unique challenges faced by team members and team leaders in dealing with

different work styles and communication needs that can derail the most well-designed projects. They will develop strategies for managing and effectively resolving team conflicts.

SEMINAR OBJECTIVES:

- Practice methods for effectively managing different work styles of the project team
- Recognize warning signs of team problems that potentially can derail a project
- Surface hidden assumptions that block successful negotiation
- Discover a process to uncover and resolve conflicts on a team
- Learn and apply tips for fostering collaboration rather than competition
- Apply negotiation concepts, tools and tactics to negotiate a win-win solution
- Assess the conflict management and negotiation styles of others and compare these styles with your own conflict and negotiation style
- Practice techniques for framing and reframing issues of key project personnel
- Apply interest-based negotiating methods

Target Audience: Project team members who want to resolve or manage team conflict

Powerful Project Presentations

C9122 .6 CEU/8CPE 1 Day Dec 7

Managing a project requires buy-in from a wide variety of stakeholders, and delivering an effective presentation can mean the difference between a project’s success or failure. This interactive workshop will provide participants with the skills and techniques needed to make powerful, persuasive, and high-impact project briefings and presentations to key stakeholders, including those in senior management.

SEMINAR OBJECTIVES:

- Identify the communication style of your audience and apply techniques that help you effectively deliver your message
- Develop attitudes and skills needed to give dynamic project briefings
- Learn how to “open” a project management presentation in order to gain buy-in and acceptance
- Structure a presentation that keeps the audience focused and engaged
- Obtain “tips” on delivery, to maximize your chances of delivering an effective project management presentation (i.e. how to overcome nervousness; dealing with difficult stakeholders)

- Use visual aids that support and don’t detract from your presentation
- Handle questions effectively and criticism non-defensively
- Follow an effective process to close your presentation

Target Audience: Project managers who want to polish their skills for high-level presentations

Project Management Refresher

C9121 .6 CEU/8CPE 1 Day Oct 21

This one-day intensive “refresher” workshop contains all the essentials of project management. The tools and techniques provided make it simple to design a project plan, set roles, create manageable goals and develop an implementation timeline.

SEMINAR OBJECTIVES:

- Define the project scope
- Identify project management deliverables and milestones
- Set SMART project objectives
- Create a project “path” and develop a strategy for keeping the project on track
- Assign roles and responsibilities
- Effectively manage project risks
- Create timelines and benchmarking standards
- Create a communication plan to keep key stakeholders informed and for reporting project progress and issues
- Design an implementation plan

Target Audience: Managers, supervisors, and directors who have been managing projects and want to refresh their project management skills

Resolving Project Management Issues

C9125 .6 CEU/8CPE 1 Day Dec 8

This one-day workshop provides participants with a hands-on, confidential forum to discuss their most challenging project management issues in real time. Fellow participants and the facilitator will offer and provide key management strategies and “personal” wisdom, advice, and guidance for transforming “difficult” situations to achieve positive outcomes. Examples may include handling complex project scope changes, working across departments, working with multi-faceted political issues, and others.

SEMINAR OBJECTIVES:

- Identify issues and challenges that can be “resolved” vs. those that must be “managed”
- Understand your role in helping achieve resolution and better management of the situation
- Receive advice, guidance, and suggestions for resolving issues from the facilitator and other participants involved in “real life” situations
- Help other participants resolve and manage their project management challenges more effectively
- Apply practical management tools to difficult and challenging situations
- Receive feedback on your approach to problem solving across all stages of project management

Target Audience: Project managers who are facing challenging workplace issues

Sustaining High-Performance Project Teams

C9123 .6 CEU/8CPE 1 Day Jan 20

Teamwork is essential for project success, and high-performing teams are a must in this world of high expectations, intense competition, and competing needs. The goal of this workshop is to help participants build a high-performance project team—focusing on ways to establish relevant goals and increase group members’ participation and commitment to achieve results.

SEMINAR OBJECTIVES:

- Identify the characteristics of effective project teams
- Understand the stages of project team development and how these stages impact on project development
- Align team expectations and clarify roles and tasks of the varying team participants and stakeholders
- Plan and conduct effective team meetings
- Propose methods for sharing power and leadership throughout the life of the project
- Design a high-performance culture
- Apply group decision making and problem solving skills

Target Audience: Program and project managers who want to build and sustain high-performance project teams



NYC Department of Citywide Administrative Services
CITYWIDE TRAINING CENTER
 Presents

The Project Management Portfolio
A Special Training Package
Training Schedule - Fall 2011

As a leader, manager, or supervisor who is a project manager, you are the critical and central linchpin to accomplishing your workgroup's objectives. Your role requires that you achieve results even though you must deal with increased agency and departmental complexity, ever-growing workloads, and shrinking resources.

The courses in this portfolio are designed to help you in your demanding role as a project manager. This portfolio contains an array of Project Management Intensives. Each intensive is a one-day investment that will help you grow your skill-set to get specific projects completed efficiently and effectively. Give yourself a quick break from the office. Join your "project management" colleagues at these workshops where you can discover ways to be more productive, trade best practices, become more efficient, and reduce the stress of managing "routine" to the most complex projects. We recommend that those enrolling in these intensives have a solid background—and have successfully completed course-work—in project management.

Select any 4 courses for \$375

COURSE TITLE	CODE	DAYS	DATES
Communication and Collaboration for Project Success	C9119	1	Oct 26
Negotiation and Conflict Resolution Skills for Project Team Members	C9124	1	Nov 1
Powerful Project Presentations	C9122	1	Dec 7
Project Management Refresher	C9121	1	Oct 21
Resolving Project Management Issues	C9125	1	Dec 8
Sustaining High-Performance Project Teams	C9123	1	Jan 20

Registration/Fees

To enroll, candidates should complete a Citywide Training Center (CTC) Application. Select any four out of six courses in the Project Management Portfolio for \$375, or any of the six for \$125 each. Under the course information section on the application, write "Project Management Portfolio" and list the selected (four) courses and dates under that title.

Submit the application to your supervisor for signature. Supervisor will forward applications to agency's CTC liaison, who will forward them to the CTC. Liaisons will receive confirmation of candidates' enrollment in classes.

Note: All Project Management Portfolio courses are available as agency-specific classes.




The Project Management Portfolio



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FALL 2011